

RELATIONSHIP BETWEEN RECRUITMENT AND RETENTION OF ARMY PERSONNEL DURING HIGH ECONOMICS GROWTH

A thesis submitted to the Graduate School in partial fulfillment
of the requirements for the degree of
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ABSTRAK

Pengrekrutan dan mengekalkan anggota dan pegawai **tentera** di dalam perkhidmatan semasa kepesatan pembangunan ekonomi negara telah menjadi isu yang membimbangkan di kalangan pentadbir Kementerian Pertahanan. Penawaran kerja yang lebih baik berserta peluang kewangan yang lebih menggalakan di sektor awam dan swasta telah dikatakan menjadi faktor utama yang mengalihkan minat pemudapemuda Malaysia dari memilih **tentera** sebagai kerjaya mereka. Sehubungan itu **statistik** dari tahun 1990 hingga 1997 menunjukkan bilangan yang **tinggi** anggota-anggota **tentera** yang menamatkan perkhidmatan awal mereka iaitu setelah berkhidmat hanya 13 tahun sahaja berbanding dengan 22 tahun perkhidmatan yang sebenar. Justeru itu secara khusus kajian **ini ingin** mengenalpasti secara **langsung** dan tidak **langsung** bahawa anggota **tentera** adalah dipengaruhi oleh keempat-empat angkubah berikut; pembangunan pesat ekonomi, kepuasan kerja, kehidupan regimental dan ciri-ciri peribadi. Fokus utama kajian **ini** adalah untuk meneliti secara presis bentuk pengaruh terhadap pembangunan pesat ekonomi, penawaran kerja berpendapatan lumayan dan insentif kewangan yang menggalakan sebagai **punca** utama sebenar yang mengurangkan minat pemuda-pemuda Malaysia untuk mencebur diri dan **berkhidmat** di dalam **tentera**. Kajian yang lalu mengenai peningkatan tinggi anggota **tentera** yang menamatkan perkhidmatan awal mereka, telah menjuruskan perbincangan kepada kepuasan kerja, komitmen organisasi dan faktor **demografi** sebagai angkubah bebas. Tiada terdapat kajian yang mengaitkan secara khusus faktor pembangunan ekonomi yang pesat sebagai halangan minat dikalangan pemuda-pemuda untuk mencebur diri ke dalam profession ketenteraan dan **juga** sebagai faktor yang menggalakan penamatan awal perkhidmatan di kalangan anggota **tentera**. Kajian **ini** mengenalpasti pembangunan pesat ekonomi menawarkan kerjaya yang lebih menarik dan insentif kewangan setta pendapatan yang lebih lumayan mempunyai hubungkait dengan sambutan **rendah** untuk berkhidmat dengan **tentera** dan bilangan yang tinggi anggota **tentera** yang menamatkan perkhidmatan secara **awal**. Manakala, kehidupan regimental, disiplin yang ketat, latihan lasak dikenalpasti tidak mempunyai kaitan dengan sambutan **rendah** pengrekrutan dan penamatan awal oleh anggota-anggota **tentera**. Disamping itu hasil penilitian kepada jawapan **soal** selidik **juga** menggambarkan bahawa ramai di kalangan anggota **tentera** tidak mempunyai perasaan kebanggaan dalam berkhidmat sebagai **tentera** tetapi sanggup kekal di dalam perkhidmatan ketenteraan sekiranya pendapatan mereka dinaikan ke tahap yang memuaskan.

ABSTRACT

Recruitment and retention of army personnel during high economic growth is the key concern of Ministry of **Defence** Administrators. The offerings of better jobs and financial opportunity in the public and private sectors are said to be the main factors that discouraged Malaysian youths to choose the army as their career. Statistic for the past years since 1990 to 1997 showed a significant number of army personnel who terminated their military service after having served only 13 years instead of 22 years of actual service. These studies conducted to date suggested that army personnel are related directly or indirectly to four classes of variables; economic growth, job satisfaction, regimented life style and personnel characteristics. The primary focus of this study is to examine the **precis** nature of the influence of the economic growth and its better jobs offering and financial incentives that had said to be the main factor that distract Malaysian youths **from** enlisting into the army service. Previous studies on the high increase of the service termination amongst the army personals had included job satisfaction, organizational commitment and demographic factors as independent variables. However, no study has been done on any military establishment to relate the factor of economic growth for discouraging youths to enlist into army profession and the factor that has increased the option of early termination of service amongst the army personals. This study found that economic growth that leads to better job offerings and financial incentives are significantly correlated with the low rate of response for army recruitment and the high turnover amongst the army personnel. However, regimented lifestyle such as strict discipline, tough training are not significantly correlated with the poor response of recruitment and high turnover of army service personnel. The responses also suggested that army personnel are not exactly proud of being a soldier but are willing to stay and serve if the pay is adequate.

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TABLE OF CONTENTS

	Page
PERMISSION TO USE	i
ABSTRACT (BAHASA MALAYSIA)	ii
ABSTRACT (ENGLISH)	iii
ACKNOWLEDGEMENTS	iv
TABLE OF CONTENTS	v
LIST OF TABLES	vii
LIST OF FIGURES	ix
CHAPTER ONE: INTRODUCTION	
1.1. Problem Background.....	1
1.2. Research Objectives.....	8
1.3. Research Questions.....	8
1.4. Research Hypotheses.....	8
1.5. Significance of Study.....	9
1.6. Delimitation of Study.....	11
1.6.1. Generalizability of the Study.....	11
1.6.2. Resources.....	11
CHAPTER TWO: CONCEPTUAL FRAMEWORK	
2.1. Literature Review.....	12
2.2. Manpower Planning.....	13
2.3. Human Resource Planning.....	15
2.4. Recruitment.....	17
2.5. Malaysian Army Manpower Requirement.....	22
2.6. Malaysian Army Recruiting System.....	24
2.7. Constraints of Recruitment.....	25
2.8. Career Planning and Development.....	27
2.9. Motivational Factors.....	31
2.10. Resignation From Military Service.....	32
2.11. National Economics Growth.....	33
2.12. Wage Factors.....	36
2.13. Research Paradigm.....	38
CHAPTER THREE: RESEARCH DESIGN AND METHODOLOGY	
3.1. Type of Study.....	40
3.2. Source of Data.....	40
3.2.1. Unit of Analysis.....	40
3.2.2. Population Frame.....	41
3.2.3. Sampling and Sampling Technique.....	41

3.3. Data Collection Technique.....	43
3.3.1. Questionnaires.....	43
3.3.2. Validation of Instruments.....	46
3.4. Data Analysis Technique.....	46
3.5. Criteria For Decision.....	47
CHAPTER FOUR: RESEARCH FINDINGS	
4.1. Introduction.....	48
4.2. Profile of Respondents.....	48
4.3. Response Patterns.....	53
4.4. Hypotheses Testing.....	70
4.5. Summary.....	77
CHAPTER FIVE: DISCUSSION AND SUMMARY	
5.1. Introduction.....	80
5.2. Discussion.....	80
5.3. Implications of the Study.....	86
5.3.1. Implications to Researchers and Practitioners.....	86
5.3.2. Future Research.....	89
5.4. Summary.....	90
BIBLIOGRAPHY	92
APPENDICES	99

LIST OF TABLES

Table		Page
3.1	Distribution of Sample	42
3.2	Item Distribution of Variables	45
4.1	Frequency Distribution Based on Demographic Variables	49
4.3	Frequency Distribution Of Research Variables - Basic Amenities And Facilities	53
4.4	Frequency Distribution for Job Satisfaction	55
4.5	Frequency Distribution of Co-Workers Relationship Variables	56
4.6	Frequency Distribution of Variable for the Relationship with Superiors	57
4.7	Frequency Distribution of Variables for Salary Incentives	
4.8	Cross Tabulation of Ranks by Salary Incentives	59
4.9	Frequency Distribution on Policy and Administration	61
4.10	Frequency Distribution of Job Status in the Army	63
4.11	Frequency Distribution for Measuring Job Responsibility	65
4.12	Frequency Distribution on the Reasons for Army Enlistment	67
4.13	Result of Pearson Correlation Between Financial Incentives, Perceived Inadequacy of Income and Perceived Chance of Promotion	70
4.14	Result of ANOVA Between High Economic Growth and Development and the Recruitment Problem of the Army	73

4.15	Result of ANOVA Between Regimented Lifestyle and Army Recruitment Problems	73
4.16	Result of Pearson Correlation Between Harsh Discipline And Tough Training Toward Discouragement of Enrolment Into the Army	75
4.17	Result of Correlation Test Between Problem Retention of Army Personnel to Job Dissatisfaction	75
4.18	Summary of Result on Hypotheses Testing	78

LIST OF FIGURES

Figure		Page
1.1	Termination of Service for Officers and Other Ranks from 1990 to 1997	7
2.1	Human Resource Management Process	15
2.2	Recruitment Process	18
2.3	Atkinson's Model of Internal and External Labour Market	21
2.4	Army's Present Manpower Strength	23
2.5	Army's Manpower Requirement	23
2.6	Malaysian Army's Officer Cadets Recruitment Process	24
2.7	Recruitment and Selection of Other Ranks	25
2.8	Statistics for Officer Cadets Selection	27
2.9	Life Cycle of Career	29
2.10	Main Economic Indicator from 1992 to 1998	34
2.11	Schematic Diagram Showing The Relationship Between the Attraction To Join the Army / to Remain in the Service and Factors Which Contribute	39

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CHAPTER ONE

INTRODUCTION

1.1 Problem Background

The Malaysian Army play a very vital role in the defence of the Nation's sovereignty and integrity from any external aggression. With its inheritance of a strong disciplined military culture and healthy tradition from the British, it continued to maintain nation's stability and thus it enabled the nation to concentrate on socio-economic development towards an highly industrialised nation by the year 2020.

The Malaysian Army's role, organisation and development in the 60's and 70's, have predominantly been that of internal development and combating the communist insurgency threat. The changing security environment, however, has brought about the paradigm shift in the Army's role in contributing to protection of the national interests as well as nation-building. Several factors have induced these changes:

- The Army as a major element of the nation, is expected to play a substantive role in supporting the country's effort to meaningfully contribute to the maintenance of world peace and order. This has come about with the Malaysian Army involvement in the United Nations

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